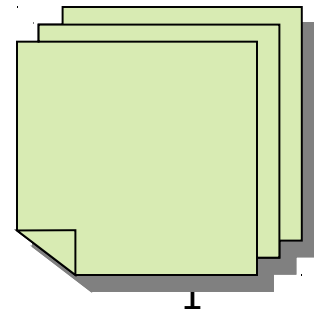


From LOGCAP, back to Theater Support Contracts:

# Statement of Work / Performance Work Statement

**What You Ought to Know If You  
Have to Write a SOW/PWS...**



# Statement of Work / Performance Work Statement

- **Why do we do this?**
- **What is it?**
- **Where is it located?**

We are trying to reach a binding, enforceable and understandable contract.

It is a clear and unambiguous statement of what the contractor is supposed to do.

Part I, Section C of a Government Contract.

# Statement of Work - PWS Uniform Contract Format

## Part I - The Schedule

Section A - Contract Form

Section B - Supplies & Prices / Cost

**Section C - Description / Specifications / SOW**

1. Scope
2. Specifications/Documents
3. Requirements

- Performance Work Statement

**1. Specific (Performance Based) Requirements**

**2. Performance & Measurement Methods**

**3. Remedies for Performance Failures**

**4. Performance Assessment Plan (QAR)**

**Key  
Elements**

Where the **SOW / PWS**  
resides

# Performance Specifications

**There are 5 types of SOW specs.  
Whenever possible, always use performance specifications.**

Performance Specifications:

- Shift from a **“process” spec** to a **“results” spec**.
- Hold the contractor accountable for the outcome.
- Reduce the supervisory role of the Government.

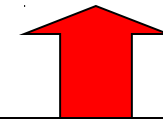
**The move in procurement is toward more of this kind of SOW, i.e. PWS.**

# SOW Specification Comparison

## DESIGN SPEC SOW

## PERFORMANCE SPEC SOW

- Govt gives step-by-step instructions. Specs deal with performance.
- Govt provides an “implied warranty” that the specs are reliable and good. Specs deal with the outcome.
- Govt design spec implied warranty Specs deal with objectives.
- may be very difficult to exclude by performance on the contractor.
- Warranty-Disclaimer.



**Specific, Performance-Based Requirements:** Describe the requirement in terms of **measurable outcomes** rather than by means of perspective methods. Shifts the risk to the contractor. Don't tell them how to do something; tell them what you want.

**Performance & Measurement Methods:** Clear statement describing how the outcomes or performance will be measured or evaluated.

# Specific, Performance-Based Requirements

- State the acceptable level of acceptance, i.e., quantities:
  - Number of bullets that shall be produced...
  - Number of students who shall be enrolled...
  - What to produce, not “how” to produce it...
  - Shall submit with your proposal the drawings...
  - Shall submit a statement of machines speed...
  - Shall submit a description of how the engine works...
  - Contractor shall provide a list of materials to be used in ...
  - RFP response shall include the methods of assembly and precise...
  - Contractor’s proposed solution must state the total weight of each...

# Performance and Measurement Methods

Be precise on how performance will be measured:

- Response time, delivery times, timeliness: Deadlines, due dates or adherence to a schedule.
- Error rates: Number of mistakes or errors that are allowed.
- Accuracy rates: Similar to “Error rates” but stated as a percentage.
- Completion milestone rates: X percent complete at a given date.
- Cost control: Keeping within the estimated cost or target cost.
- Acceptance test prior to award will include...
- Speed of the prototype will be measured by...
- Distance traveled will be evaluated based on...

# Tips for Writing the PWS

- Style: Include all essential information in a concise, accurate, thorough, and logical sequence with the clearest, simplest possible presentation. Avoid complex words.
- Sentences: Eliminate long, complicated sentences by rearranging into small sentences.
- Jargon: Avoid legal or technical jargon. Define anything that might not be clear to anyone on the street.
- Paragraphs: Avoid long paragraphs.
- Ambiguity: Do not use vague, indefinite, or uncertain terms that have double meanings. You can't qualify or measure them, e.g.:
  - Securely mounted
  - Properly assembled.
  - Carefully performed.



# Tips for Writing the PWS 2

- Numbers:
  - Spell out numbers under 10 except for dimensions.
  - Use the numerals numbers 10 and above.
  - Write dimensions, temperature, percentages, and dollars and cents as numerals (2 inches, 40 degrees F, 30 percent, \$10.75).
  - Using both words and numbers is okay but not needed, e.g., "ten (10) calendar days."
- Redundancy & Repetition: Avoid it. It creates a possibility of an inconsistency.
- Punctuation: Use minimal punctuation. If complicated sentences require more punctuation, rewrite the sentence. Shorten it. Inadvertent or misplaced punctuation can change the meaning.
- Abbreviations/Acronyms: If you have to use them, define them first.

# Tips for Writing the PWS 3

- Symbols: Use the full word instead, e.g., “*pound*” instead of “#”, “*at*” instead of “@”, “*percent*” instead of “%.”
- Misused Words & Phrases:
  - *Shall & Will*: “Shall” is a binding term. “Will” is a suggestion of a future event. Use “shall” when expressing a binding requirement on the part of the contractor. Use “will” to refer to the Government’s future actions.
  - *Any & Either*: Both words imply a choice. “Any” refers to more than two choices. “Either” refers to a choice between two options.
  - *And & Or*: Use “and” if BOTH conditions are true. Use “or” if only ONE condition is true. Don’t use “and/or” because it shows a contradiction.
  - *Etc.*: Avoid using it because the reader might not know what else is available.

# Tips for Writing the PWS 4

- Voice: Use the ACTIVE voice rather than the PASSIVE voice. The active voice is always clearer. Examples:

- *Active*: Clean up all debris at the end of each workday.
- *Passive*: The debris shall be picked up at the end of each workday.

- *Active*: Empty trash containers twice a week.
- *Passive*: Trash containers shall be emptied twice a week.

- *Active*: Install new air filters in accordance with manufacturer's recommendations.

- *Passive*: New air filters are required in accordance with

**See, that manufacturer's recommendations in the real world.**

# You choose

- A. Utilize eighteen personnel to properly process CLIX receipts which should be processed within 24 hours
- B. Process all repair part receipts into the SSA in accordance with all regulatory requirements

What's wrong?

Dictated how many people to use  
Can not define “properly process”  
Do not abbreviate CLIX  
Passive “Should be processed”

## You choose

A. Contractor shall provide at least 6 (six) pounds of ice per Soldier per day. Routinely provide ice for 3250 Soldiers with the capability of surging to 5500 Soldiers.

B. Contractor will use GFE IOT provide not less than six # of ice per Soldier per day and will ensure the process is adequately

What's wrong?  
Used jargon and abbreviation (# - supervised pound)

Did not spell out pounds

“Will” implies sometime in the future

What is needed with “adequately”

## You choose

- A. The contractor shall provide documentation, such as a cleaning frequency schedule or quality control inspection sheets upon request of the Contracting Officer.
- B. Contractor will ensure adequate quality assurance measures are in place.

What's wrong?

Too vague

# Summary

- Contracting has always been used to support armies.
- Today is no different.
- You need to understand:
  - Why we use contracts
  - The basic terms and duties involved.
  - The types of contractors.
  - What LOGCAP is and how it works.
  - How to write a SOW/PWS.



## Practical Exercise

- You have been reassigned to the 3d HBCT S4 section.
- 3d HBCT is conducting humanitarian relief operations in Agdzebedi, Imishli, and Beylaqan.
- In order to facilitate re-deployment of the HBCT, the ADC-S has directed certain logistics functions be considered for contracted support.
- Your section (half of your small group) has 24 hours to provide draft Performance Work Statements for the directed functions.



# Practical Exercise

- Functions to consider:
  - Base camp field feeding
  - Placement and servicing portable chemical toilets
  - Operation and maintenance of base power generation
  - Ice production
  - Placement and servicing shower facilities
- Choose two of the above functions
- Write 5 (five) directives for both of those functions
- SGLs will disseminate specifics about camp populations in the class room.

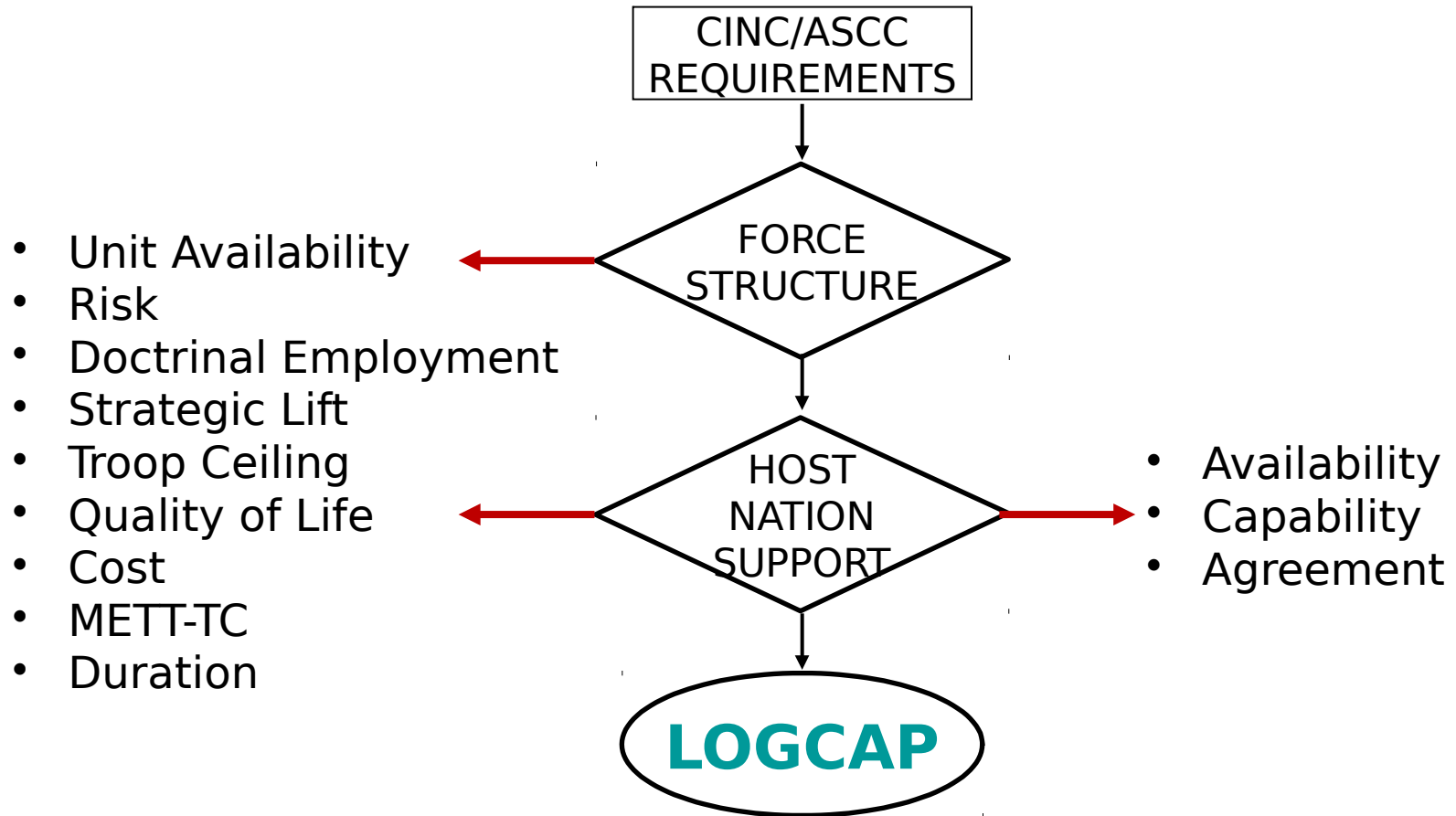
# **BACKUPS**

# Decision Process

- Organic Support
  - Active Component
  - Reserve Components
  - Other Services
- Coalition/HNS
  - International forces
  - Ministry of Defense (MOD)
  - Other Government commercial sources (in-theater contingency contracting)
- LOGCAP
  - Pre-planned contingency contracts awarded or contingency clauses in peacetime contracts
  - USAMC Support Contract

# When to use LOGCAP?

## Decision Process



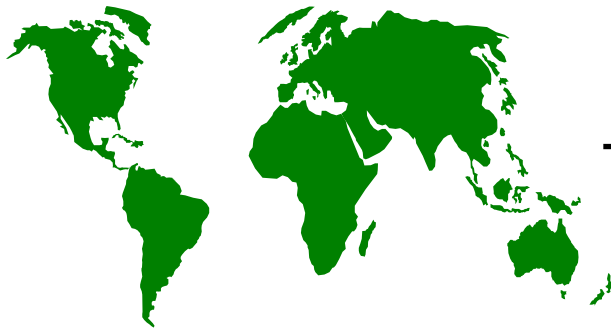
**LOGCAP IS AN ALTERNATIVE SOURCE OF LAST RESORT**

# Warfighter Requirements Assessment & Definition Process

Perform Mission Analysis

Examine & Assess  
Operational Scheme of  
Maneuver

Determine Logistics  
& Service  
Requirements



SOWs

Define and Articulate Requirements for LOGCAP support

Integrate LOGCAP Services into OPLAN

# Planning Considerations

- Generic Undeveloped Country Management
  - Poor transportation infrastructure
  - No available in-country supplies
  - No fixed facilities or communication nodes
- Generic Developed Country Management
  - Status of Forces Agreements (SOFAs)
  - Embassy restrictions/coordination
  - Host government bureaucracy/laws
  - Host culture/host work ethic

# Planning Considerations

- Non-combatant security (METT-TC)
- LOGCAP representatives involved in planning process
- You get what you ask (contract) for
- When, where and how contracted support should be utilized
- Develop a Contractor Support Annex to OPORD